

6.0 GOALS AND OBJECTIVES

The FY 2010 - 2019 TDP Major Update presents an opportunity for Miami-Dade Transit (MDT) to develop specific goals, objectives and measures consistent with the Agency's Mission and Vision. The goals and objectives will facilitate assessment of various projects and initiatives that are proposed, planned and implemented throughout the Miami-Dade transit system. These goals and objectives will also be applied to evaluate proposed projects and policy changes recommended by the TDP Major Update and for subsequent minor TDP updates as required by FDOT.

The foundation of these goals and objectives serve to meet the Agency's overall vision and mission for the administration, management and provision of transit services: Miami-Dade Transit's defined functioning purpose is to ***"provide public transportation services."*** Miami-Dade Transit's purpose is rooted in accordance with the Agency's vision ***"To be the #1 Transportation Choice in Miami-Dade County,"*** and also in MDT's mission statement ***"To meet the needs of the public for the highest-quality transit service: Safe, Reliable, Efficient and Courteous."***

6.1 TDP Major Update Goals and Objectives

The development of the FY 2010 – 2019 TDP Major Update goals and objectives were formed on the basis of the specific goals and objectives developed for the Miami-Dade Metropolitan Planning Organizations (MPO) Long Range Transportation Plan 2035 (LRTP). These goals and objectives were the outcome of extensive public outreach and stakeholder input as part of the MPO's 2035 LRTP development process. For the TDP Major Update, additional collaboration with the TDP Advisory Review Committee occurred to articulate the vision for public transportation and its relevance to the local and regional environment over the next ten years. The TDP Advisory Review committee is comprised of representatives from the Miami-Dade MPO, Florida Department of Transportation District Six, South Florida Workforce Board and representatives from various MDT departments.

These stakeholders worked together to refine and shape the TDP Major Update goals and objectives for purposes to assess: the quality of transit service; MDT's Image and public awareness; operations and maintenance of facilities and equipment; stakeholder coordination; operating performance; technology advancement; and financial stewardship.

During the development of the TDP goals and objectives various stakeholders to include the South Florida Workforce were given opportunities to provide input throughout the TDP Major Update.

The goals and objectives developed for the MDT FY 2010 – 2019 TDP Major Update reflect and support the policies and plans of local regional and State governmental agencies and identify opportunities for operating enhancements and improvements based upon annual review for future TDP annual updates.

A list of the FY 2010 - 2019 TDP Major Update goals, objectives and specific measures are presented in the following table.

6.2 Monitoring Program to Track Performance of the Ten Year Implementation Plan

The TDP lists eight major goals, each with various objectives and their corresponding measures. It also lists the strategy to be followed in measuring how each objective is being accomplished. For many of these measurements, the recently adopted Miami-Dade Transit Service Standards would set the accepted measures for evaluation. The Service Standards are intended to support the goals and objectives of Miami-Dade County. The Service Standards are also expected to change over time as the objectives and resources change. The Standards will be revised periodically to reflect those changes.

Monitoring the previous period results against the TDP measures, will validate MDT's goal attainment for that period. The Key Performance Indicators (KPI) will be evaluated annually, using the most recent twelve-month period for which data is available. The evaluation compares the current values of productivity standards versus those from the previous year. The data will be compared against the TDP established measures, listed in Table 6-1, to determine whether the objective was met.

Following the strategies presented on Table 6-1 to measure the goals and objectives listed for the FY 2010 – 2019 TDP Major Update will afford the opportunity to compare and monitor the performance of the agency in all projects and programs listed in the TDP. A few examples include:

- Performance measures such as On-Time Performance (OTP) and Mean Distance Between Failures (MDBF) reflecting transit reliability are monitored monthly on the Active Strategy Enterprise (ASE) Scorecard.
- Review transit routes to ensure service is being provided within a ¼ mile to major trip generators.
- Automated Passenger Counters (APC's) data to monitor boardings and alightings by bus stops and routes.
- Alignment of capital projects to goals
- Public Involvement events to disseminate transit information and produce transit usage.

Table 6-1: TDP Major Update Goals, Objectives and Measures

OBJECTIVE		MEASURE
Goal 1: Improve the Quality of Transit Services		
1.1	Improve accessibility to major health care, recreation, education, employment, cultural and social services facilities	<ul style="list-style-type: none"> Transit service route miles within 1/4 mile of major health facilities, recreation, education, employment, cultural and social services facilities
	Strategy: Utilize service planning process and evaluate achievement of service coverage and route design standards to improve transit access to major destinations in these categories.	
1.2	Enhance mobility for people through improved transit connectivity	<ul style="list-style-type: none"> Average travel time and transfer time
	Strategy: Utilize service planning process and evaluate achievement of service delivery standards.	
1.3	Improve transit level of service on major roadway corridors and between major origins and destinations	<ul style="list-style-type: none"> Headway and service span by transit mode; average transit time savings
	Strategy: Evaluate level of service route performance according to service standards to meet the goal of improving transit level of services on key alignments and between key origin and destination pairs.	
1.4	Maximize service reliability and efficiency	<ul style="list-style-type: none"> On time performance and frequency of service by transit mode
	Strategy: Evaluate achievement of service delivery standards, service frequency and on-time performance.	
1.5	Maximize multimodal travel options and provide travel choices	<ul style="list-style-type: none"> Transit service route miles by transit mode (Metrorail, Metromover, Express and Local Bus)
	Strategy: Improve overall service coverage and increase route miles in all modes. Enhance multimodal services through the construction of the MIC-Earlington Heights Connector that will provide service to the Miami Intermodal Center and provide a connection to the MIA Mover	
1.6	Fill transit service coverage gaps	<ul style="list-style-type: none"> Service coverage in transit supportive areas.
	Strategy: Utilize service planning process for the deployment of transit services that is concurrent with the Mass Transit sub-element of the Comprehensive Development Master Plan (CDMP).	
1.7	Promote transit reliability	<ul style="list-style-type: none"> Annual increase in systemwide ridership
	Strategy: Utilize service planning process for the evaluation of achieving systemwide service delivery standards to regularly increase systemwide transit ridership.	
1.8	Improve transportation facilities' and services' regional connectivity	<ul style="list-style-type: none"> Transit service route miles in corridors of regional significance Number and location of shelters, stations, transit centers relative to service standards
	Strategy: Utilize service planning process and apply service standards related to transit route performance and design, to increase route miles of service in corridors of regional significance and to improve bus stop spacing to appropriate level and improve passenger comfort and safety.	
1.9	Include provisions for non-motorized modes in new projects and in reconstructions	<ul style="list-style-type: none"> Integrate Non-motorized infrastructure on transit improvements
	Strategy: Utilize planning process to encourage the integration of non-motorized transportation modes in concurrence with the land use and transportation elements of the CDMP	

Table 6-1: TDP Major Update Goals, Objectives and Measures (continued)

OBJECTIVE		MEASURE
1.10	Increase reverse commute opportunities for disadvantaged communities	<ul style="list-style-type: none">Transit service routes miles from urban centers to suburban employment areas in the AM Peak period
	Strategy: Utilize service planning process and evaluate achievement of service coverage and route design standards to ensure efficiency on routes operating in reverse-commute patterns.	
1.11	Promote transportation improvements that provide for the needs of the elderly and disabled	<ul style="list-style-type: none">Average transit travel time to/from TAZs with a high proportion of elderly and disabled population
	Strategy: Utilize service planning process and evaluate achievement of service coverage, route design, and bus stop spacing standards to ensure efficient service is available to areas with high proportions of elderly and disabled persons.	
1.12	Improve transit services that provide access to educational facilities	<ul style="list-style-type: none">Transit service route miles within 1/4 mile of educational facilities
	Strategy: Utilize service planning process and evaluate achievement of service coverage and route design standards to ensure adequate service is available to educational facilities.	
Goal 2: Improve Customer Convenience, Comfort and Safety on Transit Service and within Facilities		
2.1	Improve safety on vehicle service operations	<ul style="list-style-type: none">Level of investment in safety projectsLevel of accident ratioLevel of compliance with MDT's System Safety Program Plan.
	Strategy: Continue to conduct regularly scheduled safety audits to determine level of compliance with MDT's System Safety Program Plan.	
2.2	Reduce roadway and multi-modal crashes	<ul style="list-style-type: none">Level of accident ratioNumber of accidents/incidents per 100,000 miles
	Strategy: Continue monthly reporting performance measure of number of accidents per 100,000 miles and work to reduce number of accidents. Continue operators' training.	
OBJECTIVE		MEASURE
2.3	Enhance outreach opportunities to educate the community on transportation issues and highlight transit service benefits such as service reliability, passenger cost savings, and environmental benefits	<ul style="list-style-type: none">Develop speaker's bureau to inform public about transit benefitsWork with MPO, Transportation Management Organizations, major employers to promote transit serviceRecruit community leaders to advise on promoting transit service
	Strategy: Maintain coordination with county and municipal planning staff as well as continue marketing outreach efforts with civic organizations, employers and other community stakeholders.	
2.4	Maintain convenient, clean, safe transit passenger facilities and vehicles	<ul style="list-style-type: none">Reduction of passenger complaints regarding safety and cleanliness of vehicles and facilitiesCompletion of bi-annual safety and inspection audits of Metrorail and Metromover stationsNumber of safety related accidents and incidences on-board and in stations/transit facilities
	Strategy: Continue to conduct regularly scheduled safety and inspection audits to maintain passenger facilities and vehicles while monitoring passenger complaints, accidents and incidents to measure system cleanliness and safety.	

Table 6-1: TDP Major Update Goals, Objectives and Measures (continued)

OBJECTIVE		MEASURE
Goal 3: Increase the Security of Transit Vehicles and Facilities		
3.1	Ensure transit vehicles and facilities provide a secure environment for customers	<ul style="list-style-type: none">• Number of functioning video surveillance camera• Ensure 100 percent compliance with security contract• Number of security related incidents
	Strategy: Maintain visible level of systemwide security presence and surveillance coverage.	
3.2	Provide adequate security at transit stops and intermodal stations and connections	<ul style="list-style-type: none">• Number of criminal incidents on-board transit and in stations/transit facilities
	Strategy: Continue to provide visible security presence at transit facilities to steadily reduce number of criminal incidents.	
Goal 4: Support Economic Vitality		
4.1	Provide transit access to urban centers at a minimum of 30-minutes during the peak	<ul style="list-style-type: none">• Transit service within 1/4 mile of urban centers as identified by MDT• Average home base to work (HBW) travel times on transit route providing access to urban centers
	Strategy: Utilize service planning process and evaluate achievement of service coverage, route and schedule design standards to improve connectivity to urban centers.	
4.2	Enhance major tourist travel and access opportunities within the Urban Growth Boundary	<ul style="list-style-type: none">• Transit service route miles within 1/4 mile of tourist attractions
	Strategy: Utilize service planning process and evaluate achievement of service coverage and route design standards to increase access and connectivity between hotel lodging and tourist destinations.	
4.3	Increase and improve transit access to Miami International Airport and the Port of Miami	<ul style="list-style-type: none">• Transit service route miles to the MIA and Port of Miami• Service hours on transit routes operating to MIA and Port of Miami
	Strategy: Utilize service planning process and evaluate achievement of service coverage, route and schedule design standards to improve connectivity to the airport and seaport.	
4.4	Implement projects that support economic development and redevelopment areas	<ul style="list-style-type: none">• Transit service route miles within 1/4 mile of redevelopment areas• Service hours on routes operating within 1/4 mile of redevelopment areas
	Strategy: Utilize service planning process and evaluate achievement of service coverage, route and schedule design standards to improve service to redevelopment areas.	
4.5	Apply transportation and land use planning techniques, such as transit-oriented development (TOD), that support intermodal connections and coordination	<ul style="list-style-type: none">• Promote modification of permitted land use to encourage mixed-use and TOD• Encourage use of transit overlay districts to simplify implementation of transit-friendly land use in areas of high transit service or around transit station facilities
	Strategy: Utilize planning process to achieve concurrence with the land use and transportation elements of the CDMP.	

Table 6-1: TDP Major Update Goals, Objectives and Measures (continued)

OBJECTIVE		MEASURE
Goal 5: Preserve the Environment and Promote Energy Conservation		
5.1	Minimize and mitigate air quality impacts of transportation facilities, services, and operations	<ul style="list-style-type: none">• Tons per day of emissions (Nox, CO, VOC) generated by the region's transportation system
	Strategy: Continue the promotion, marketing and outreach efforts to educate the public on the environmental benefit of MDT services; monitor new vehicle and pollution reducing technologies to reduce vehicle emissions.	
5.2	Reduce fossil fuels consumption through the consideration of alternative fuel vehicle technology	<ul style="list-style-type: none">• Number of gallons of bio-diesel fuel consumed• Ratio of bio-diesel to standard clean diesel fuel consumed• Number of hybrid technology buses in MDT fleet.• Average miles per gallon of bus fleet
	Strategy: MDT is in the process of testing the use of biodiesel in buses and plans to procure diesel hybrid-electric transit vehicles to replace diesel buses.	
5.3	Promote transit service projects that support urban infill and densification	<ul style="list-style-type: none">• Transit service route miles within the Urban Infill Area• Service hours on routes serving the Urban Infill Area
	Strategy: Utilize service planning process and evaluate achievement of route and schedule design standards to provide adequate transit service to the Urban Infill Area.	
5.4	Minimize adverse impacts to established neighborhoods	<ul style="list-style-type: none">• Number of adverse impacts to established neighborhoods
	Strategy: Maintain continual monitoring of existing formal complaint portal to assure appropriate action is taken to address an impacts issue.	
5.5	Promote transportation improvements that are consistent with adopted comprehensive development master plans	<ul style="list-style-type: none">• Consistent with adopted comprehensive development master plans
	Strategy: Utilize planning process to achieve concurrency with the land use and transportation elements of the CDMP.	
Goal 6: Enhance the Integration and Connectivity of the Transportation System, Across and Between Modes and Transit Providers, for People and Freight		
6.1	Provide multi-modal options consistent with the local government	<ul style="list-style-type: none">• Consistency with adopted comprehensive local plans
	Strategy: Utilize planning process in accordance with transportation element of the CDMP.	
6.2	Facilitate connections between transportation modes	<ul style="list-style-type: none">• Number of multimodal hubs (bus-rail, transit-taxi etc.)• On-time performance• Transfer time• Transfer policies
	Strategy: Utilize service planning process and evaluate achievement of the progress on the implementation of planned transit hubs.	
6.3	Ensure transportation options are available during emergency evacuations for the elderly and persons with disabilities	<ul style="list-style-type: none">• Transit service route miles within 1/4 mile of TAZs with a high proportion (20% or higher) of elderly and the disabled population
	Strategy: Utilize service planning process and evaluate achievement of service coverage and route design standards to area with high percentage of elderly and disabled population.	

Table 6-1: TDP Major Update Goals, Objectives and Measures (continued)

OBJECTIVE		MEASURE
6.4	Increase coordination between regional and local transportation providers	<ul style="list-style-type: none">• Provide better Multimodal connections: Tri-Rail-bus, bus-rail, municipal services-MDT, transit-taxi, jitney etc.
	Strategy: Maximize coordination with municipal and regional planning entities to include collaborative planning, design and operation efforts for new and existing transportation services.	
Goal 7: Optimize Sound Investment Strategies for System Improvement and Management/Operation		
7.1	Optimize benefits of capital expenditures	<ul style="list-style-type: none">• Amount of capital expenditure on system improvements
	Strategy: Prioritize MDT capital investments according to MDT's annual capital budget and multi-year capital plan.	
7.2	Optimize operations and maintenance expenses	<ul style="list-style-type: none">• Decrease cost per revenue mile• Decrease cost per revenue hour
	Strategy: MDT continues to implement bus service efficiency measures to optimize the delivery of services.	
7.3	Optimize applications of People's Transportation Plan funding	<ul style="list-style-type: none">• Amount of PTP expenditure on transit improvements• Consistency of PTP funding being used with commitments made in PTP
	Strategy: Maintain consistency between MDT's priority investments and Miami-Dade County's PTP Pro Forma.	
7.4	Identify Public, Private Partnership opportunities	<ul style="list-style-type: none">• Number of private sector funded transit projects• Dollar amount of private sector funding• Ratio of public to private sector funding for operating funds and capital improvements
	Strategy: Monitor progress of development of public-private partnerships; MDT is in the process of planning two public, private partnership projects – a 260 space parking garage at NW 107 th Ave./NW 12 th St. and a bus station and park and ride lot at Kendall Town Center.	
7.5	Align MDT priorities and deliverables with available funding and resources	<ul style="list-style-type: none">• Availability of additional funding from new sources tied to specific projects or programs• Projects completed within budget and on-time
	Strategy: Maintain consistency between MDT's priority investments and the Miami-Dade County's annual capital budget, PTP Pro Forma and the Transportation Improvement Program.	
Goal 8: Maximize and Preserve the Existing Transportation System		
8.1	Continue to examine the provision and utilization of special-use lanes on the existing system for transit use	<ul style="list-style-type: none">• Lane miles of special use/managed lanes used by transit services.• Dollar amount of planned right-of-way acquisition for transit facilities
	Strategy: Develop additional land-miles of enhanced transit services in priority corridors. MDT plans to implement express bus service on the newly constructed I-95 express lanes.	
8.2	Identify and implement the best available technologies and innovations to improve the reliability and efficiency of the transportation system	<ul style="list-style-type: none">• Number of transportation improvements projects that result in the deployment and operation of new technologies.• On-time performance and mean distance between failures

Table 6-1: TDP Major Update Goals, Objectives and Measures (continued)

OBJECTIVE		MEASURE
	Strategy: MDT continues to undertake the implementation of several ITS projects (e.g., smart card fare collection technology) under the guise of the MDT IT/ITS Architecture/Strategic Plan which encourages the active pursue a comprehensive, inter-operative and fully integrated “system of ITS technologies.	
8.3	Upgrade and maintain existing transit infrastructure and facilities in a state of good repair	<ul style="list-style-type: none"> • Capital expenditure on existing transit infrastructure is in line with identified needs (IRP)
	Strategy: Continue annual Infrastructure Renewal Program project prioritization process to determine capital expenditures on infrastructure to maintain transit system in state of good repair.	
8.4	Maintain the operational functionality of transit vehicles to maximize reliability	<ul style="list-style-type: none"> • Number/percentage of missed pullouts, failures • Adherence to preventative maintenance programs • Mean distance between service disruptions on Metrorail, Metromover and Metrobus • On-time performance
	Strategy: Evaluate operational performance according to performance measures.	